SYNOPSIS

EMOTIONAL INTELLIGENCE AND MANAGERIAL SKILLS-A COMPARATIVE STUDY ON THE MANAGERS OF SELECTED PUBLIC SECTOR AND PRIVATE SECTOR BANKS IN KERALA

Introduction

Enhancing the competency and performance of executives has been an area of interest to management philosophers and researchers for a long time. The popularization of the concept "Emotional Intelligence" (El) has really given a new dimension and momentum to the research initiatives that were linking personality factors with the superior performance of the executives. The concept of cognitive intelligence, which is often referred as intelligence or Intelligent Quotient (IQ), as the sole determinant of individual performance has been questioned with the emergence of the concept "emotional intelligence". Consequent to the large number of research studies during the last two decades, El has been identified as a critical factor in the performance and success of individuals in varying roles in their professional career and it has become an important consideration in human resource planning, job profiling, recruitment interviewing and selection, training and executive development.

In the post liberalization era the managers are faced with many challenges like working with people from different cultures and increased foreign assignment like improving the quality, productivity and customer service which requires a dynamic work force with different needs, aspirations, attitudes and styles and an effective leader or manager to direct the work force in a competitive and highly fruitful manner. Different studies and researchers reveal that efficiency is not simply determined by the physical and intellectual potentialities, but it is highly influenced

by the emotional markup of the work force and the managers. Review of literature with respect to recent psychological research reveals that people who perform their jobs in a superior manner are differentiated from those whose job performances are average or below in terms of their social and emotional competencies. El is recognized widely as relevant to the development of organizations and its people as its principles provide a new way to understand and assess people's behaviours, management styles, attitudes, interpersonal skills, and potential.

The banking sector was selected for this study because of the economy or production process largely depends upon how efficiently the financial sector in general and the banks in particular perform the basic functions of financial transformations. The banking sector is the dominant sub sector within the financial sector. It plays the positive and important role for the overall development of the state. The performance of the banking sector directly affects to the other industrial and service sectors of the economy.

Statement of the Problem

Emotional Intelligence (EI) is regarded as a vitally important concept that managers have to learn for the success of any organization. A growing number of academic scholars and senior managers have recently come to recognize the importance of EI for the leader's effectiveness and success of an organization. Managers with high EI skills positively influence every person they contact. They are the role models of excellent performance. Experts believe that integration of personal potential of an individual plays a significant role in developing a successful management style. Emotional intelligence serves as an added value in managing people in an effective way. Emotionally intelligent abilities are not

innate gifts, but learned skills, and each of them contributes in its own way to a more effective management.

It is in this context the present study is carried out to verify the relationship between emotional intelligence and its influence on the Managerial skills of the managers. Since emotional intelligence is identified as a critical factor in employee performance and career successes, it is relevant to explore how far this highly dynamic and multidimensional concept influences the skill of the managers in managing their organization effectively to meet the global demands. This study covers a comparative analysis of the impact of emotional intelligence on managerial skills of public and private sector bank managers in Kerala.

Significance of the Study

Modern ways of managing business are changing considerably its original structure, which was initially based solely on an authoritarian model of leadership. Experts believe that the integration of personal potential of an individual plays a significant role in developing a successful management style. Referring to human relations, success depends on recognition and awareness of our emotional reactions towards obstacles and conflict situations. Emotional intelligence serves as an added value in managing people in an effective way. Emotionally intelligent abilities are not innate gifts, but learned skills, and each of them contributes in its own way to a more effective management.

People differ in their ability to manage (monitor, evaluate and adjust to changing moods) their emotions as well as in their ability to regulate and alter the affective reactions of others. Regulation of one's own emotions and moods results in positive and negative affective states. Emotionally intelligent individuals are adapt at placing themselves in positive affective state and are able to experience negative

affective states that have insignificant destructive consequences. Research by Goleman and others suggest that EI is what really makes the difference between an effective manager and the rest. Goleman finds, from his study of star performers, that in senior leadership positions nearly 90 per cent of the difference in profile between a star and average performer was attributed to emotional intelligence factors rather than cognitive abilities.

EI proved to be twice as important as technical skills and IQ as ingredients of excellent performance for jobs at all levels. It is the new world of work which has accentuated the need for and the rise of emotional intelligence. Greater competition increased speed, and quality of information, working across sites, regions and sometimes different countries have meant that people have to cope with unprecedented levels of change. People's expectations of what they want from their organizations and leaders have altered. Staff now need to feel their manager is 'worthy' of their 'followership' rather than simply 'following' because of their role. Leaders and managers, in turn, have to be more flexible, more creative, more adept and more responsive if they want to survive let alone grow.

Emotional intelligence is very important for managers as it is one of the deciding factors for relationship management resulting in motivation, retention, self management and managing others. Thus a study on the **impact of EI on the managerial skills of the bank managers in Kerala** and a comparison between public and private sector bank managers in these aspects is considered to be highly relevant.

Period of Survey

A pilot study was conducted among 50 bank managers from public and private sectors selected randomly with a preliminary questionnaire for period of two

months from January 2012 to March 2012. After testing the reliability and fixing the sample size, the final questionnaire was administered to 350 selected bank managers from private and public sector banks in Kerala for a period of 6 months from August 2012 to January 2013.

Objectives of the Study

The main objectives of the study are:

1. To describe the different domains constituting emotional intelligence.
2. To assess the emotional intelligence level of the managers of public and private sector banks in Kerala.
3. To examine the level of managerial skill of the managers based on their experience.
4. To analyze and compare the impact of emotional intelligence on the managerial skills of the managers of public and private sector banks in Kerala.

Methodology and Sampling Design

The design of the present study is descriptive and analytical in nature. The study attempts to describe the emotional intelligence and managerial skills of bank managers in Kerala. It analyses the impact of emotional intelligence on the managerial skills of the bank managers in Kerala. It also analyses the difference between the impact of emotional intelligence on managerial skills of public sector and private sector bank managers in Kerala. The study is based on the primary data. It was collected from the sample bank managers of Kerala using a pre structured questionnaire.

A multi-stage random sampling technique was applied for the selection of sample bank managers. The population of the bank managers in Kerala is very large. In this context, by applying the Multi-stage random sampling method, in the first stage we have divided the state of Kerala into three regions; South, Central and North. One district was selected at random from each region: Trivandrum, Ernamkulam and Malappuram. In the second stage, 50 per cent banks from each category were selected from each district (Trivandrum, Ernamkulam and Malappuram). In the third stage the sample managers were selected proportionately from each bank from each district to constitute the required sample size (350).

Tools Used for Analysis

The statistical tools used for analysis of primary data consist of cross-tabulation, descriptive Statistics like arithmetic mean, standard deviation, variance, percentage etc. The statistical methods used for Hypothesis testing include Chi-square test, one way ANOVA, two-way ANOVA, MANOVA, Multiple Regression and Multiple Dummy variable regression models.

Major findings

1. Pearson Chi-square Test shows that there is no significant relationship between sector of the banks (private sector/public sector) where the managers are working and the educational qualification of the managers.
2. The two way ANOVA on Emotional Intelligence (EI) of the managers with regard to sector (private/public) of the bank where they work and their length of service as managers reveals that Emotional Intelligence level of public sector bank managers are higher than that of private sector bank managers. It also indicates that Emotional Intelligence level of both public

and private sector bank managers' increases according to their length of service as managers.

3. The two way ANOVA on Managerial skills of the managers with respect to sector (private/public) of the bank where they work and their length of service as managers shows that there is no significant difference between the public and private sector bank managers in the managerial skills such as Goal setting, Planning, Decision making, Problem solving, Motivating, Communication and Delegating skills. But the Leadership skill, Conflict resolution skill, Supervisory skill, controlling skill and Customer relationship skill of the public sector bank managers are higher than that of private sector bank managers.
4. The one way ANOVA on Emotional intelligence (EI) with regard to the region of the banks reveals that there is no difference in the EI level of the managers across the three regions (south Kerala, central Kerala and north Kerala).
5. The one way ANOVA on Managerial skills (Goal setting, planning, decision making, problem solving, Motivating, leadership, conflict resolution, delegation, communication, supervision and control and customer relationship skills) with respect to the region of the banks shows that the managerial skill of the bank managers doesn't vary across the three region(South Kerala, Central Kerala and North Kerala) .
6. The MANOVA applied for analysis indicates that the Conceptual skill of the managers does not vary over the three sectors when the variables (Goal setting, Planning and Decision making) are taken together and when they are taken independently. But the Conceptual skill of the managers varies considerably according to their length of service as managers when the variables are taken together and when they are taken independently.

7. The MANOVA reveals that Human skill of the managers does not vary over the three sectors when the variables (Motivating, Leadership, Delegating, Communication and Supervision and controlling skills) are taken together and when they are taken independently. But the Human skill of the managers varies considerably according to their length of service as managers when the variables are taken together and when they are taken independently.
8. The MANOVA also shows that the Issue management skill of the managers vary over the three sectors when the variables (Problem solving and Conflict resolution) are taken together. When they are taken independently, it does not vary for one variable (Problem Solving) and vary considerably for another variable (Conflict Resolution). But the Issue management skill of the managers varies considerably according to their length of service as managers when the variables are taken together and when they are taken independently.
9. The MANOVA on the Emotional Intelligence indicates that the EI level of the managers varies considerably over the three sectors when the variables (Self-awareness, Self-management, Social awareness and Social skills) are taken together and when they are taken independently. It also varies considerably according to their length of service as managers when the variables are taken together and when they are taken independently. Emotional Intelligence of the managers increases when the length of service increases.
10. The Multiple regression analysis shows that all the EI variables except "Self-management" significantly influence the Goal setting skill, Leadership skill, Conflict resolution skill, Communication skill and Supervisory and controlling skill of the bank managers .The two EI variables, "Self-awareness" and "Social skills" influence the Planning, Decision making,

Problem solving and Delegating skill of the managers considerably. Only one EI variable, "Social skill" influences the Motivating skill of the bank managers considerably and the two EI variables, "Social awareness" and "Social skills" influence the Customer relation skill of the bank managers considerably.

11. Dummy variable regression model reveals that Goal setting, Communication, Leadership, Conflict resolution, Supervisory and controlling and Customer relation skill of public sector bank managers are affected by all the elements of EI except Self-management. Customer relationship skill of Old private sector bank managers is affected by all the elements of EI except Self-management. Planning, Decision making, Problem solving and delegating skill of public sector bank managers are affected by all the elements of EI except Self-management and Social awareness. Problem solving skill of Old private sector bank managers are affected by all the elements except Self-management and Social awareness. Motivating skill of Public sector bank managers are affected by only one element of EI i.e. Social skill.

Recommendations

1. Self awareness level of Old private sector bank managers should be improved in order to compete with the managers of public sector and new private sector.
2. Length of service has greater influence in enhancing the EI level of the managers. Therefore more training for developing Emotional Intelligence should be imparted among the managers having lower length of service.

3. Self management level, Social awareness level and Social skill of private sector bank managers may be improved by imparting appropriate training on EI.
4. Since the managerial skill is highly influenced by the length of service of the managers, more training facilities should be provided to the managers having lower years of service so as to enhance their managerial skills to meet the global demands.
5. Conflict resolving skill of the private sector bank managers should be improved so as to empower them to tackle the conflict situations effectively.
6. Supervisory and controlling skill of the private sector bank managers requires great improvement so as to gain the desired output from the subordinates.
7. The private sector bank managers should improve their customer relationship skill so as to build long lasting relationships with the customers in order to enhance the volume of business.
8. Since there is a high degree of relationship between Emotional Intelligence and Managerial efficiency, emotional intelligence of the prospective managers should be thoroughly tested during the recruitment and selection process. If managers with high level of EI are employed their performance will also be high.
9. EI is increasingly relevant in human resource management and so the concept can be well utilized in recruitment process and training programs for the effectiveness of all types organizations.
10. Yoga and meditations are proved techniques for enhancing emotional balance and effectiveness in work performance and hence the regular practice of yoga and meditation is strongly recommended.